

CHAPTER - III] RECRUITMENT & SELECTION

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A) RECRUITMENT -

I) MEANING -

To recruit means, - to obtain fresh supplies, restoring etc. In view of Personnel Management recruitment means discovering applicants for the present or future jobs in an enterprise. It is also termed as bringing job seekers and job givers in front of each other.

“Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization”. Recruitment is positive term compared to selection because recruitment interested in collecting more applicants as much as possible. But in selection process there is need to eliminate, drop to those applicants who are not becoming perfect match to organization or as per organizational needs.

Human Resource is an important asset of any organization. These are the integral parts of enterprise, without this factors no one businessman, enterprise thinks about its establishment. These are which with whom quality of performance of organization begins and also ends. And therefore planning in the determination of a recruitment strategy becomes important. A well managed and well-planned recruiting effort will results in high quality applicants. Haphazard and piecemeal recruitment plans will creates low quality applicants. Quality employees cannot be get selected when quality candidates doesn't know of job openings and doesn't apply. Therefore, good recruitment process should inform qualified individual about employment opportunities. Recruitment must create a positive image of the company and also wants to give enough information about the jobs, which will generates enthusiasm among the best candidates and they will apply for vacancy. Regardless of whether the company elects to recruit from internal or from external sources, its recruitment activities must be designed and implemented in a manner consistent with all relevant laws and regulations. As equal employment opportunity law considering recruitment process must have to evaluate itself that no one column, item have any restriction on pool of applicants for other than job related characteristics. Candidates should not be discriminated on the basis of sex, race, age or other characteristics, unless such characteristics are related to job performance. If this is happening then it will results in discouraging qualified and capable applicants to apply, and at the end results in inferior, low quality applicants becomes inferior employees.

II) SOURCES OF RECRUITMENT -

Once the object, job specification and job description analyzed then organization start to think about, sources of recruitment. There are two sources of recruitment,

- a) Internal Recruitment and
- b) External Recruitment. These are discussed as follows.

a) INTERNAL RECRUITMENT -

Internal recruitment means, as and when post falls vacant encourages to someone which is already working in the enterprise. Here the terms internal recruitment and internal staffing may create confusion in mind because at first sight these both terms looks same meaning. But internal staffing means the process where actual selection of employees for promotion, demotion, transfer and layoffs take place without the active and voluntary participation of current employees. On the other hand internal recruitment involves process of creating sufficient interest among current employees for the vacant post. Here a current employee willingly with his likings comes to apply for the vacancy.

- SOURCES OF INTERNAL RECRUITMENT -

- ✓ i) Transfer, ii) Promotion, iii) Demotion, lay offs etc.

The most common source of generating a pool of internal applicants is through job posting, which includes transfers, promotions, demotions and lay offs etc. Here it requires that to circulate listing of available job opening. Listing provides information about job description and job specification as well as compensations amenities, facilities with that job. Employees indicate their interest formally, either through their immediate supervisor or through the personnel department. Job posting allows employees to evaluate job opportunities relative to their skills, attributes, experience, interests and career objectives. To make successful or to get best benefits from their source both personnel managers and employees, have to understand that this recruitment method is for enhancing performance of the organization. Means managers want to make enough paper work and also make every attempt to find the best qualified applicant. On the other hand employees must feel that posting will be given to those best qualified and that their interest in position will not compromise their relationship, status or future in their current job. It may be make clear that only best qualified employees will get selected for the vacant post and not all those who going to apply for the post.

✓ - MERITS OF INTERNAL RECRUITMENT -

Filling vacancy from internal sources has the following merits, -

1. Better selection –

Work Test or Performance Test is the best test to determine a person's suitability for a job. In the case of filling up of a vacancy from internal source, the management has up to date information about the capability, behavior, skill, attitude, interest, sincerity, loyalty of each employee. As such it is better able to decide whether the employees being considered for promotion or transfer, fulfill the requirements of the new job.

2. Increase in morale –

It keeps the employees happy, contented and in good morale. Employees know that they stand the chance of promotion to higher positions. This induces them to take their work more seriously and sincerely. Prospects of transfer to new posts inspire them to keep on adding to their knowledge and experience all the time. This leads to their development.

3. Economical –

No time and money need be spent on calling up persons for written, oral and aptitude tests. Further since the person selected would already be an experienced hand the enterprise would not have to incur any additional expenditure to prepare him for the new job.

4. No need for initiation –

A person selected for a job from within the enterprise knows the organizational relationship. As such, he or she does not have to be briefed about what authority and responsibilities he or his superiors are entrusted with.

5. Others –

- I) It creates a sense of security among the employees.
- II) It builds loyalty among the employees.
- III) It insures stability from continuity of employment.
- IV) It encourages others executives and employees in the lower ranks to look forward to rising to higher levels.
- V) It reduces labour turnover, minimizes their grievances and reduces disciplinary problems from the management view point.

- DEMERITS OF INTERNAL SOURCES -

Following are the some important demerits considered in using internal sources of recruitment.

i) Inbreeding -

Selection from within, results in narrowing of the opportunity to exercise a wider choice. If only an internal candidate is to be selected to fill a vacancy, one has to choose a person from among the persons already working in the enterprise that may or may not be fully equipped for the job in question. Sometimes unsuitable employees may be pushed forward.

ii) Lack of originality -

Where vacancies particularly among higher positions are filled internally, the enterprise may not able to have the benefits of fresh outlook, originality and initiative which only outsiders can bring in. Recruitment from within, stops, "infusion of new blood" in to the organization. It narrows down the area of selection and does not provide equal opportunity to all people to compete for the jobs.

iii) Bad reactions-

Because of internal recruitment method at the end only qualified employees are get selected and it may be possible that, therefore, immediate superiors gets unhappy, and it may creates bad reactions on his or her jobs and surrounding atmosphere.

b) EXTERNAL SOURCES OF RECRUITMENT -

-Determination of external labour markets and recruiting yield.-

Before taking into consideration the external sources of recruitment there needed careful thinking about external labour market. Means that, individuals who have certain combinations of qualifications in common may be considered to belong to the same labour market. For example, Individuals with managerial or certain type of professional skills and experiences may be considered to be a part of same labour market. Various labour markets require different recruiting approaches. And, therefore, that they may be targeted in advance. Because of this have to consider, find out labour market wideness, its population. And then want to increase the efforts to convey the notice of job openings. For example, if there is vacancy for 10 clerk, have to make aware more than 600 applicants of having required qualifications, from these applications 100 will be selected for future screening (for interviews, testing etc.) after this near about half of screening applicants (50) will be made offers (which are



qualified in every respect). And then out of these applicants only 10 will be selected which are new hires.

-Following pyramid shows above discussion in brief.

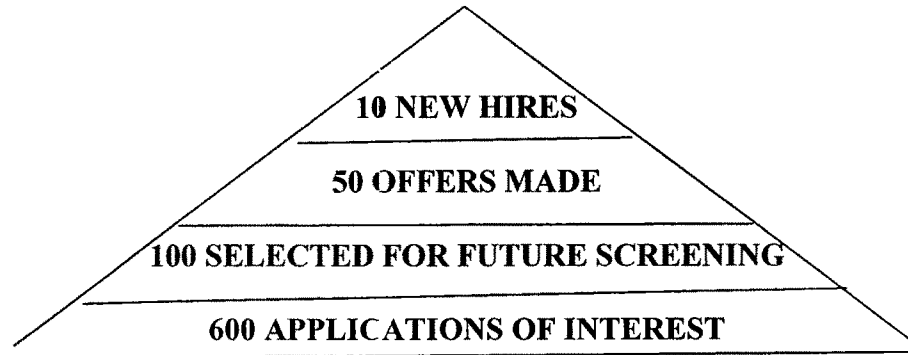


Figure 3.1

Once the labour markets and recruiting yields have been determined, the best means for contacting, informing and creating interest in potential applicants must be selected. The firm may select one or more recruitment strategies to accomplish this. A recruiting strategy consists of a plan combine recruiting personnel, resources and methods of recruiting. The recruiting strategy must be designed and implemented in a manner consistent with all relevant laws and regulations.

Following are the popular sources of external recruitment, -

1. Professional or trade association
2. Advertisement – i) Newspaper, ii) Magazine, iii) Special Publications etc.
3. Employee Referral
4. Public Employment Services
5. Private Employment Services/Agencies
6. Executive Recruitment Firms
7. Special Events
8. College Campus Recruiting
9. Self Initiated Walk-ins and Write-ins
10. Computer Data Base

Each one is briefly discussed below.

1. Professional or trade associations –

Many associates provide placement services for their members. These services may consists of complaining descriptive text on or listing of job hunting members and their qualifications and providing success to members during regional or national

conventions, further, many associations publishes or sponsors trade journals or magazines for their membership. These publications often carry classified advertisements from employers interested in recruiting their members. Professional or trade associations are especially usefully for attracting highly educated or skilled individuals.

2. Advertisement –

Many unskilled, semi-skilled, skilled, clerical, administrative and entry level managerial job openings are routinely advertised in daily newspapers. Employers use newspapers advertisement for many reasons as, job openings can be announced quickly, advertisement can appear within 1 or 2 days etc. They are fairly inexpensive when compared with other methods and more than one position can be included in the same advertisement. Newspaper can reach a very representative sample of job candidates and reach many people in short time. This is an important practical and equal employment concern. Further, newspaper advertisement offer flexibility to employers. Employers may request that, applicants apply for employment in person or send their resume and salary expectations through the mail or telephone at the office during prescribed hours or in mentioned days etc. An out of town employer can put an advertisement in the newspaper, arrange an interview schedule by mail or telephone, travel to city for the interviews and invest only one day on the road in that city. Organization may choose to advertise a position without identifying themselves. The advertisement are useful when the organization does not want to be found recruiting in particular geographical areas or when firm has not really good reputation in the market.

News magazines have ability to deliver different advertisement to regional target markets. This has led employers to advertise in these magazines for professional people and recent college graduates. News magazines also publish special college issue. These publications contain high quality career advice which is available to college student free of charge.

Many companies are turning to special publications as a recruiting method. These includes special employment issues of newspaper and magazines, regional and national employment newspapers and company brochures for direct coupons or in some cases an abbreviated or complete application blank to be filled out and sent in.

3. Employee referral –

Often when current employees hear of job openings in the firm, they will inform their friends or relatives and encourage them to apply. Current employees know both the organization and their friends and relatives well enough to avoid recommending a poor match to either. Further to do so could jeopardize their status with the firms, as well as their relationships with the individual whom they referred. Such referrals frequently results in high quality hires for the organization. In the past, many firms had rules prohibiting family members from working together. One reason was to prevent close interpersonal relationship from unfairly affecting personnel actions. More recently, the hiring of family and friends of current employees through referral has become recognized as an inexpensive way to obtain loyal and dependable new employers and has been encouraged.

4. Public employment services –

Government gives this service to public who are interested in government as well as semi-government services and having required educational as well as professional qualifications to vacant job. Government has employment exchanges at taluka levels where job seekers have to enroll their name, address, educational and professional qualifications. They get government employment exchange registration cards. Whenever there is job vacancy in government or semi-government, employer asks for job seekers' details, which are recorded in public employment exchanges and then they issues call letters through employment exchange to eligible candidates. Public employment exchange has been not charging any fees for job seekers for registration with employment exchange. This is best source of recruitment for government as well as semi-government.

5. Private employment agencies –

Private employment agencies can serve as an excellent source of qualified applicants for wide range of job openings. These agencies typically specialized in providing skilled and professional labour, and they charge fees to either the applicants or the organization or to both for successful placements. Such fees are fixed as per posts or to percentages of the successful applicants' yearly or monthly salary.

From the employer perspective, these agencies are seen as a ready source of qualified applicants. This prescreened pool of applicants results in more efficient selection process by reducing the number of unqualified individuals that must be evaluated by and employer. This in turn saves the employer time and money.

Following are the situations where employment agency services may be desirable.

- 1) The employer has found it difficult in the past to generate a pool of qualified applicants.
- 2) The employers need for only a few people or an irregular demand for new hires would make an elaborate recruitment capability inefficient.
- 3) The organization has a critical need to fill a position quickly.
- 4) The company has limited experience in the local market.
- 5) The recruitment effort is aimed at individuals who are currently employed. (This is true where labour market is tight.)

6. Executive Recruitment Agencies -

Executive recruitment agencies direct their efforts towards finding high-level managerial and professional talent for organization. Their fees are rather high (means may be certain percentage of successful applicants years or may be one or two month's salary) but they provide a specialized services as, providing highly skilled personnel which are not available in the employer's own personnel department. To the extent that executive search firms may provide high quality talent by raiding or luring away employees from other organizations. These agencies may also serve as useful source for highly qualified minority applicants. Such applicants may not be available from other sources more routinely used by the firm.

7. Special Events –

On occasion, an employer may wish to recruit applicants at special events such as job fairs. These events usually represent infrequent opportunities to appear with other hiring firms under the sponsorship of non-profit, well respected third party. Job fairs may be sponsored by a Chamber of Commerce, Educational Institution or Government Agencies. Sometimes they are restricted to individuals somehow affiliated with the sponsoring agency, but more often are open to the community. These special events not only offer a potential source of applicants for the employer, but may also serve as a good public relations gesture. They represent an opportunity for an employer to become better known in the community and to link that employer's name with a well-respected sponsor.

8. Campus Recruiting –

Many entry-level professional and managerial jobs require a college degree. Perhaps the best source of college graduates is the College Campus. Many companies send recruiters to college campuses to recruit best students as future employees for

that particular company. Campus recruiters serve two functions. They act as the organization's representatives to individuals who typically have no first-hand knowledge of the firm, as well as first level screening agent for the organization. Thus they are part of both the recruitment and the selection process. As recruiters, they must present a favorable, yet realistic view of the organization to which they represent. Experts in this field have proposed that college recruiting has four stages – need analysis, program development, implementation and evaluation.

9. Self Initiated Walk-ins and Write-ins –

Some applicants either write directly to the organization or simply present themselves to the personnel department to express an interest in employment. The willingness of an organization to consider such applicants is important for a number of reasons. Firstly, they represent a good source for many unskilled and semi-skilled applicants interested in full or part-time work. Secondly, they provide an opportunity to add individuals to the applicant pool who might not have been targeted by other methods but may nevertheless be qualified for employment. Thirdly, failure to accept such applications may result in unintended discriminatory hiring practices. This might result from the failure of the other recruitment methods to generate interest in that segment of the community likely to make a self-initiated application.

10. Computer data bases –

Third parties have created a business opportunity for themselves by providing an up to date applicant data for employers. These firms solicit resumes from job candidates using the many methods available to employers. They enter applicant data into the data bank, maintaining and updating it as necessary. An employer pays fees for access to the data bank, reviews the applicant's information, and contacts applicants who may be interested in employment. This approach is becoming popular, in near future it will be frequently gets used by employers, no doubt.

B) SELECTION -

I) MEANING -

Every employer has always been interested in selecting the “right” person for a particular job, now days selection process has subjected to ever greater scrutiny. This increased interest is due part to the increased awareness of employers of the utility and cost effectiveness of well planned and systematic selection process. Hence both society at large and employers have focused considerable attention on the way employment decisions are made.

The purpose of any selection process is to discriminate among applicants. A firm must be able to differentiate applicant who will perform well as employees from applicants who will not. Various means maybe used to predict the likely job performance of applicants. For example psychological test, samples of work that would be performed if hired. The belief is that as applicants differ on the various tests, they will differ in their work performance as employees. The important point is that employment decisions are not based on irrelevant factors, but on the basis of likely job performance.

II) THE SELECTION PROCESS -

Following are the stages which show process of selection.

- 1) Information gathering-** This stage uses various methods (e.g. application blanks, interview, psychological tests) to determine the extent to which an applicants possesses the qualifications necessary to perform well on the job. External applicants are to a great extent unknown as compared to internal. Before a decision can be made as to their potential performance more must be known about their job-related abilities, skills, knowledge, psychological and physical attributed. Internal applicant's information can be easily collectable because they are already related to firm.
- 2) Differentiated applicants pool -** Whatever information is gathered by the employer is then used to differentiate applicants from on another. The employer will know which of the applicants has the highest measured or reported level of education, experience, intelligence, mechanical aptitude or other job-related attribute.
- 3) Prediction of likely performance –** After differentiated applicants pool some estimate of likely future job performance for each applicant can be made.
- 4) Selecting applicant -** Selection decisions are then based on these predictions. Although internal and external applicant pools are combined for selection decisions, some employers will continue to treat the two pools separately. This is usually done

when an employer wishes to select internal applicants over external applicants. Hence, the employer will not turn to the external applicant pool until all qualified internal applicants have been placed.

Every employer whether from small unit or big one, want to find out job specifications related to vacant job. They want to find out job responsibilities, overall job description. And to find out whether applicant is able for the post or not, employer may use application blanks, personal interview. Application blank provides only paper information, like level of education, experience, age etc, etc. But interviews are used to collect additional information that the employer need necessarily, like applicants aptitude, confidence level, body language, presence of mind and to follow up on information provided on the application blank. Once all the information gets collected, the employer will use it to predict the probable success of each applicant and to make a decision as to which one will be the best choice.

III) ASSUMPTIONS –

Although the entire process seems rather straightforward, it is dependent upon certain assumptions. The most important of these are as follows, -

1. The information collected on applicant attributes (i.e. experience, aptitude etc.) is accurate.
2. The information collected is related to likely job performance.
3. The information collected on applicant attributes can be used to make an accurate prediction of job performance for each applicant.

IV) DATA GATHERING METHODS –

Following are the most commonly used means for gathering applicants information.

1) Application blanks -

Application blanks provide an opportunity for an employer to gather a good deal of information about an applicant in a short period of time. This is most common method used for collecting applicant information. To emphasize the importance of honesty in the provision of application blank information, some employers request applicants to sign a statement that the responses that have been provided on the application blank are true under penalty of immediate dismissal if found to be false. Application blanks mainly includes name, address, sex, birth date, place of birth, photograph, educational qualifications, professional qualifications, experience, and lastly signature of the applicant.

2) Recommendations –

Recommendations or references, asked to applicant contacts may be either personal or professional. Personal references are used to verify the personal history of the applicant. Such information as the length of residence at a given address or in given community, first hand relationship with creditors and neighbours and the applicants personal reputation might be requested by an employer. Mostly organization does not require detailed information of this nature. Typically, personal reference writer has known the applicant for a given period of time and has no reason to believe that the applicant is unsuitable for a position in a given organization.

Professional references deal directly with the employment history of the applicant. Professional reference consists of statements of fact and opinion from previous employers and/or from other individuals knowledgeable about the applicant's work experience and performance.

3) Interviews –

The employment interview is one of the most commonly used means of collecting information about job applicants. Employers may require a single or multiple employment interviews for an applicant.

Single employment interview contain only one or final personal interview. After receiving applications from applicants, best of them will get choose for selection process and only them interview call will be issued. For the purpose of filling vacant posts best applicants will get selected by the way of interview by eliminating remained candidates which are not suitable for vacant posts. Multiple interviews are designed in same way as single personal interview but there is one most important difference, and that is there are more than one interviews arranged in that manner. In every interview best applicants are get selected and eliminates to those who are not suitable.

This type of gathering information about applicant is some what defective because here employer can't understand applicants work performance, but it is also true that, mostly in every sector this method is used by employer to select best candidates.

Following are the factors which affect good interviews,

- i) Lack of uniformity
- ii) Lack of objectivity
- iii) Failure to understand the limitation of the interview
- iv) Lack of training for the interviewer etc.

4) Work Sample –

Perhaps the most useful, and yet often misapplied, means for gathering information on applicant is the work samples. In a very literal sense, the work sample consists of requiring the applicant to perform the same tasks that he or she would perform on the job, if hired. The employer can then evaluate the quality of the applicants' performance in much same way as in case of current employees. This approach requires a very thorough understanding of the task requirements of a given job. Hence, the behavior composition of the work sample is heavily dependent upon the information provided by a job analysis, the resulting work sample may not represent the most appropriate and important job tasks, some organizations take a broad view of work samples and require applicants to demonstrate skills, abilities and knowledge considered necessary more artificial fashion. For example, if an Education Institute wants to select best lecturer in college then for this purpose, institute may asks for the eligible candidates to take one lecture on that particular division (class) for which vacancy is there and within teaching period selection committee can choose perfect lecturer, as per their requirement. Similarly, examinations composed of questions dealing with knowledge of appropriate job behaviors are considered by some to be a form of work sample. For example, one might ask a question about the steps necessary to set up a machine or about behaviors consistent with the safe and efficient handling of hazardous wastes.

5) Psychological Tests –

This test is becoming popular now days because by way of application blank and interviews, information collected for best candidates' selection are based on observable attributes of applicants which one can either see or understand in first view. But there are so many unobserved valuable and useful attributes within applicants which will affect in future on applicants job performance if selected them for vacant post. For example one can neither see nor touch intelligence, for instance. We might say that particular behaviors are a reflection of intelligence or the lack of it, but intelligence itself is unobservable. Here there is one problem that always discussed, that psychological tests have not fix measurement unit, and how to directly observe or measured applicants attributes that is question. But today's employers are so much confident that they can be intelligently addressed, because of psychologists have developed certain direct and indirect means for estimating the reliability and validity of instruments designed to measure these psychological attributes.

6) Honesty Tests –

Employers are interested in assessing the honesty of applicants for two reasons, to evaluate credibility of information provided at time of application and to reduce workplace theft. Honesty must be considered as an explicit attribute in the job specification. Employers, especially in business where opportunity for employee theft is great, have a very real need to consider the honesty of future employees. These tests range from questions that simply ask about past theft to psychological tests purporting to measure attitudes towards honest versus dishonest behaviors or actual lying behavior.

7) Physical Tests –

Physical examinations provide very straightforward applicant data. Aside from hard-to-diagnose illness, there is confidence that the results of medical tests are valid indicators of applicant's physical attributes. It will provide usefulness and fairness of physical data for selection purpose.

Body fluid testing such as blood and urine is an understandably controversial method of gathering employment information. Because of issues of individual rights and employers' needs are difficult to balance. But for the requirement of particular job there is need of these types of tests and therefore there is provision for these tests in law. And if employer tests applicants on this ground because of requirement of job, act will be valid in point of view of law.

8) Assessment Centers –

It has become one of the most popular means of gathering information on applicants for supervisory and managerial positions. The principle idea is to evaluate management applicants over a period of time i.e. 1 to 3 days by observing and later evaluating their behavior across a series of selected exercises or work samples. Applicants are requested to participate in in-basket exercises, leaderless work groups, role playing and similar activities designed to require the same attributes for successful performance as the actual job. After recording their observations of applicants' behavior, the assessors meet to discuss those observations. The decision regarding the performance of each applicant is based upon this discussion of observations. The result is typically a rank ordering applicants. This rank ordering can then be used with whatever other information is considered appropriate to make selection decisions.

V) ALTERNATIVES TO TRADITIONAL METHODS –

Following are the creative alternatives to the traditional selection process in recent years.

I) Participative Selection Process –

Participative selection means that subordinates participate in the selection of their co-workers and supervisors. Such participation will improve quality, increase support for the selected supervisor and co-workers and improve employee moral. This approach to selection, of course, is not without problems, as the employees must take the task seriously, understand the job description and job specification, understand the equal employment opportunity implications of their decision making, understand the appropriate use of selection information, and work well as a group. Although there is limited experience with this approach, it is likely to enhance employee work motivation through opportunities for employee involvement and participation.

II) Employee Leasing –

The leasing of employees relieves the client employer from the responsibilities associated with employees. The employees are not directly employed by the company where they work. The client company no longer needs to recruit, select, keeps records on or compensate any of its employees. These employees are not leased on temporary basis, but rather are leased as full-time, long term help. Client company leases employees from third party. Because of experts are going to select the employees for a particular client company, they know the requirements of that clients and therefore client company gets the benefits of best selection.

✓ FINDINGS IN GOKUL

A) RECRUITMENT –

In Gokul Dudh Sangh, recruitment system is applied traditionally. As there are two sources of recruitment as, internal and external recruitment. Both has been properly using by Gokul for employees, managers recruitment as per their needs. Gokul has qualified staff of managers as per their respective departments. And therefore, need of recruitment ascertained in time without delay. Comparatively external source of recruitment is more used than internal source. Mainly in internal source transfer is more frequently used. But internal sources as, promotions and demotions are not using as often as others sources. But in slack season, layoffs are usually adopted for especially dairy department workers, who have been selected on temporary basis.

✓ External sources includes, advertisement, employee referral, public/private employment services, self initiated walk-ins and write-ins and college campus recruitment are using by Gokul. Through campus recruitment Veterinary Officers and Engineers are selected here, in recent.

- Advertisement source of recruitment has been beneficial to Gokul in the sense of getting employed trained, experienced managerial personnel as well as technical, having special knowledgeable employees etc.
- Employee referral, source of recruitment generally used every where because of; it is beneficial in view point of employee and employer and Gokul is not exception for this. Most of the recruitment of T-5 and below T-5 level employees (ex. Clerks, operators, typists, fitters, peons, sweepers, watchmen etc.) are recruited and selected by external source of recruitment as employee referral and references.

Following is the chart showing recruitment sources used by Gokul.

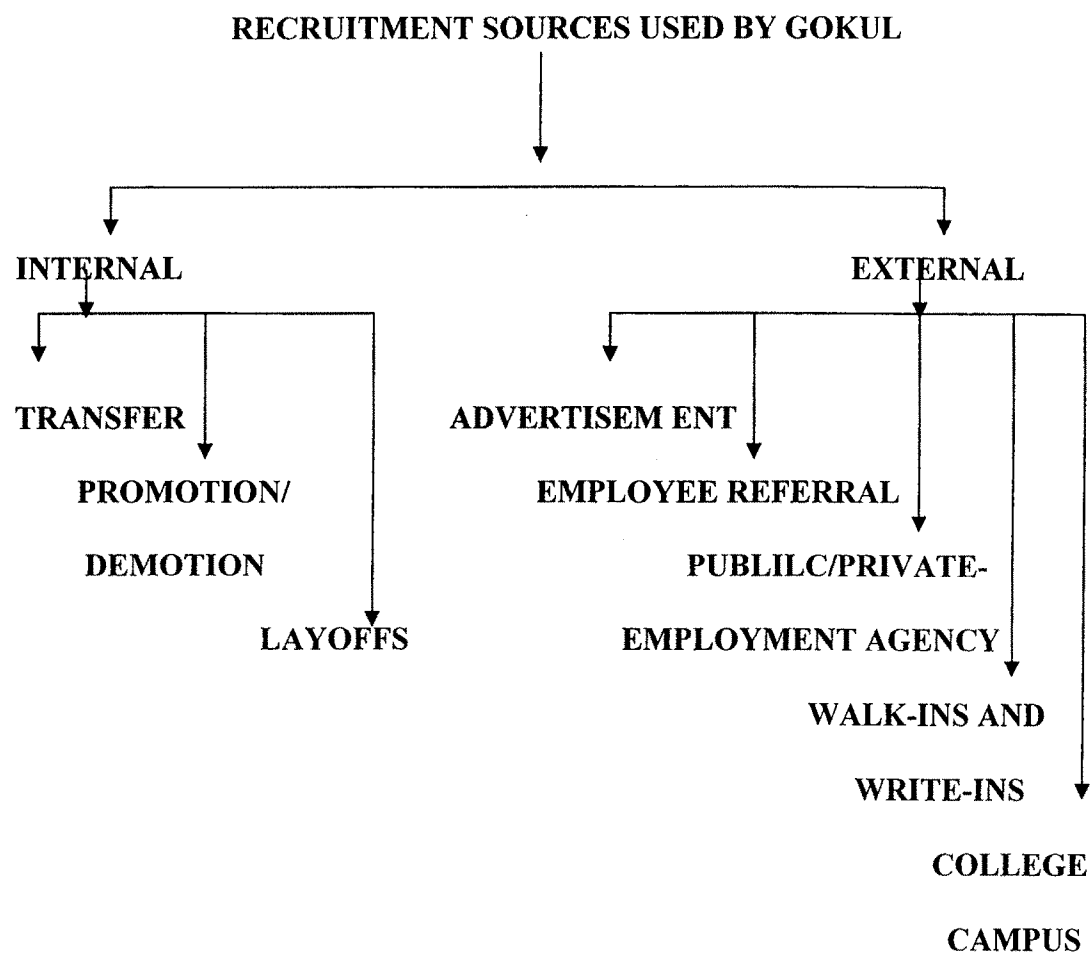


Chart 3.1

B) SELECTION –

Following chart shows the process of employee selection in Gokul.

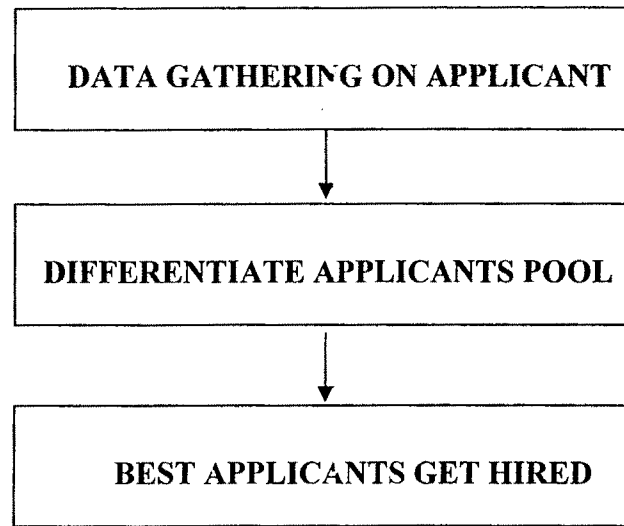


Chart 3.2

Each step of process is briefly discussed below.

1) Data gathering on applicants –

Application blanks, recommendations, interviews, work samples, physical tests etc. are used by Gokul to gather candidates information for selection purpose. Each one is discussed below.

1) Application Blanks –

There is no fixed standardized format of application blank provided for applicant in Gokul. Application form has to prepare by applicants themselves and with their full resume have to send to Gokul's proper authority or Personnel Department.

2) Recommendations –

Mostly, lower level of employee selection is done through recommendations. Well-known persons or political persons related to Gokul, recommends candidates for the vacant post. Because of, recommender well knows to both, to institute and to candidate, and also knows their weaknesses and plus points. Therefore, they can match up each other perfectly and it is integral part of co-operatives.

3) Interviews –

After considering information regarding candidate from application blank, personal physical meeting with that candidate becomes necessary to select best alternative. And this process of gathering information has adopted by Gokul. Mostly important posts employees are get selected by this way. Panel or board interview has

been arranged generally for important posts in Gokul. Selection committee includes, Chairman, National Dairy Development Board Representative (NDDB), Managing Director, Dairy Development Corporation Representative (DDC), Maharashtra State Dudhsangh Representative (MSDS), etc.

*(Specimen of Shift Superintendents interview evaluation format is given on page 87)

4) Work Sample –

This method of gathering information about applicant for selection purpose is specially used for technical departments or those jobs which needs accuracy in work.

5) Physical Tests –

This method of data gathering about applicant is used for some important posts or cases. For example transport department's driver employees etc.

NEW SELECTION METHODS USED BY GOKUL -

- Employee leasing –

Gokul is also using modern, non-traditional methods of selection of employees called, 'Employee Leasing'. Gokul leases lower level of employees from third party or employment agencies.

2] DIFFERENTIATED APPLICANT POOL –

After gathering information about applicant, selection committee differentiates applicant on their education, experience, expected salary etc. Some predictions are made about future working or usefulness of the best candidates.

3] GET HIRED –

On prediction, selection decisions are made and appointment letter will send to the selected candidate which includes terms and conditions. For example, salary (basic pay on joining), grade, training period, probation period, duties, responsibilities etc.

*(Specimen of appointment letter of Assistant Officer (Dairy), grade-4 is given on page 88).

Following is the table which shows current position of number of employees with their grade including managerial and non-managerial in Gokul.

Grade code	Designation	No. of posts
E	Executive Director	01
E-1	General Manager	01
E-2	Deputy General Manager	01
E-3	Asst. General Manager	01
M-1	Manager	03
M-2	Deputy Manager	01
M-3	Asst. Manager	13
S-1	Sr. Officer	10
S-2	Officer	17
S-3	Deputy Officer, Chemist	16
S-4	Asst. Officer, Cashier, Sales Organizer	09
T-1	Sr. Supervisor, Steno, Ele./Refri./Mach./Fore	10
T-2	Electri. Supervisor/Prc. Supervisor	---
T-3	Sr. Clerk, Asst. Cashier, A.H.- Supervisor	24
T-4	Plant/Refri. Oprt., Driver, Fitter, Electrician	03
T-5	Clerk, Tele Oprt., Typist	31
T-6	Worker, Peon, Sweeper Watchman	653
Total		794

Table 3.1

